



Kim Janey

MAYORAL TRANSITION

Subcommittee Recommendations



APRIL 15, 2021

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Introduction

In early January 2021, then-City Council President Kim Janey began preparations to assume the Office of Mayor of Boston following the nomination of Martin J. Walsh as U.S. Secretary of Labor. The change in leadership at City Hall marked an historic milestone for Boston: as the 55th Mayor of Boston, Kim Janey would become the first Black and first woman to lead the City.

The change also came amidst unique and considerable challenges in Boston. Then-Council President Janey launched her mayoral transition as the City continued its fight against the COVID-19 pandemic while also confronting ongoing and overlapping economic and racial justice crises.

In order to address those challenges and set Boston on a path toward an equitable recovery, reopening, and renewal, the Council President immediately focused on managing a smooth and seamless transition of leadership.

The Council President and her team worked closely with the Walsh Administration to ensure uninterrupted operations of City government and dependable delivery of City services for the residents of Boston; she engaged directly in COVID-19 response efforts and vaccine rollout strategy; and she applied a heightened lens of equity and justice to all policy and governing decisions presented to her.

Given the unprecedented challenges facing the City, the Council President also sought to use the period before being sworn-in as Mayor to convene a Mayoral Transition Committee that would serve to lift up the voices, lived experiences, and professional practice of leaders from across Boston to help inform the work of her incoming administration. This Committee was made up of over 150 dedicated community, civic, and business leaders from across the City and across sectors. Despite representing diverse perspectives, the Committee's members shared a common interest in Boston's recovery, a belief in its enduring strength, and in ensuring a more equitable city for Boston's most underserved communities.

The Transition Committee was charged with providing creative, effective, and actionable policy recommendations to then-Council President Janey and her incoming mayoral administration that could help drive the City's response to the public health, economic, and racial injustice crises in ways that use equity and justice as metrics for success.

The following report details the Transition Committee's independent work to develop policy recommendations that have now been submitted to Mayor Janey. The Mayor has reviewed these recommendations and will seek to implement those ideas that align best with her values, her vision, and this particular moment in time. The diversity of viewpoints expressed among Committee members truly represents the breadth of opinions across Boston on the most pressing issues facing the city.

Despite a wide range of opinions, several common themes repeatedly rose to the top across all of the Subcommittee discussions. Most notably was the importance of transparency, open communication, and trust building between City government and the people of Boston. Mayor Janey shares these values and knows they are critical to the equitable response to

and recovery from the COVID-19 pandemic, the economic disparities it widened, and the struggle for racial and social justice we as a City continue to advance.

It is with those values in mind and with profound gratitude to the hundreds of dedicated community members, staff, and volunteers who gave their time and leadership to this effort that the Transition Committee presents this report to Mayor Janey and the people of Boston.

A handwritten signature in black ink, appearing to read 'G. Quiroga', with a long horizontal flourish extending to the right.

Gustavo Quiroga
Janey Transition Director

April 15, 2021

Structure of the Transition Committee & Organization of the Transition Report

Mayor Janey was honored to have her Transition Committee led by Honorary Co-Chairs, the Hon. Sumbul Siddiqui, Mayor of Cambridge and the Hon. Yvonne Spicer, Mayor of Framingham. Five diverse and outstanding leaders in our city representing business, advocacy, medicine, and non-profit sectors also served as Co-Chairs: Linda Dorcena Forry, Betty Francisco, Steve Grossman, Quincy Miller, and Kate Walsh.

All members of the Transition Committee served on one of six policy-specific Subcommittees, which were each led by two Co-Chairs. While there are numerous critical policy topics that will require and receive meaningful attention by the new administration, the unique and constrained time frame of the 2021 mayoral transition led the Committee to focus in on the follow six Subcommittees:

- Education
- Housing, Planning, and Development
- Public Health
- Safety, Healing, and Justice
- Small Business and Economic Development
- Transportation and Climate Justice

Importantly, representatives from the Greater Boston Labor Council, the Greater Boston Building Trades Council, and other labor organizations worked to elevate the needs of working people and immigrant communities in recommendations made by all transition subcommittees. They also shared specific policy recommendations found in the Immigrant Workers and Their Families section of this report.

Over six weeks between February and March, each Subcommittee held two two-hour virtual meetings that were also attended by Transition staff and incoming members of the Janey administration's senior leadership team. The first Subcommittee meetings focused on identifying the opportunities and challenges within each policy area. The second meetings sought to prioritize recommendations and ideal timing for implementation. The Subcommittee Co-Chairs facilitated these meetings and directed the synthesis of the groups' ideas and discussions into the final recommendations.

The work of the Transition Committee's six Subcommittees was supported by a team of Harvard Kennedy School graduate students through a program led by the Rappaport Institute for Greater Boston in collaboration with the Taubman Center for State and Local Government and its Transition Term program, which places students with experiential learning opportunities to support incoming governors, county executives, and mayors throughout the country. The student team provided the Mayoral Transition Committee with policy, technical, and administrative support with the guidance of faculty and staff at the Rappaport Institute for Greater Boston.

The sections of this report correspond to the Transition Subcommittees. Each section begins by laying out the context for that Subcommittee's policy focus. Each section then outlines three to five key priorities for the Janey Administration to address and provides recommendations for tackling the priorities. Recommendations are categorized based on the groups' urgency for implementation: within the first 100 days of the new administration, by the end of 2021, or over a longer horizon.

This report addresses each of the Subcommittee's recommendations in separate sections, however, the issues and policies of each Subcommittee cannot be addressed in a silo. Committee members shared a common sentiment that many of these recommendations can and should be viewed as interconnected and interdependent. They will likely also require coordination across City departments and community stakeholders for successful development and implementation.

It is also important to note that this report was the product of a Committee that sought out and embraced a diversity of backgrounds and opinions. In many ways, the range of diverse and nuanced – and, at times, divergent – views and ideas that came out of the Subcommittee discussions reflect where we are as a city on some of the most pressing issues we face.

As such, it would be unreasonable to expect full agreement on every issue or recommendation that the Subcommittees identified. The goal of this process was to surface key issues and offer suggestions for innovative and actionable policies that the new Janey Administration could consider over the coming months.

The recommendations set forth in this report are a compilation of those ideas and not a consensus of every individual Committee member or Co-Chair.

Acknowledgements

Many thanks to the esteemed leaders who helped guide and support the work of the Transition Committee in their various roles.

Honorary Co-Chairs

- Hon. Sumbul Siddiqui, Mayor of Cambridge
- Hon. Yvonne Spicer, Mayor of Framingham

Transition Co-Chairs

- Linda Dorcena Forry, Vice President of Diversity, Inclusion and Community at Suffolk Construction
- Betty Francisco, General Counsel at Compass Working Capital and Co-Founder of Amplify Latinx
- Steve Grossman, CEO of Initiative for a Competitive Inner City
- Quincy Miller, Vice Chair and President of Eastern Bank
- Kate Walsh, President and CEO of Boston Medical Center Health System

Subcommittee Co-Chairs

- Rahsaan Hall, Director of the Racial Justice Program at ACLU
- Rev. Mariama Hammond, Pastor at New Roots AME Church and Faith Fellow at Green Justice Coalition
- Segun Idowu, Executive Director of Black Economic Council of Massachusetts (BECMA)
- Patrick Lee, Partner at Trinity Financial
- Jeffrey Lopes, Boston Police Officer and President of MAMLEO
- Lydia Lowe, Director of the Chinatown Community Land Trust
- Jim Rooney, CEO of the Greater Boston Chamber of Commerce
- Dr. Lauren Smith, Chief Health Equity and Strategy Officer at the CDC Foundation
- Tanisha Sullivan, President of the NAACP Boston Branch
- Jessica Tang, President of the Boston Teachers Union
- Stacy Thompson, Executive Director of Livable Streets Alliance
- Frederica M. Williams, President and CEO of Whittier Street Health Care Center

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- Brian Doherty, Greater Boston Building Trades Council Council
- Darlene Lombos, Greater Boston Labor Council
- Rev. Miniard Culpepper, Senior Pastor of the Pleasant Hill Missionary Baptist Church
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- Danielle Cerny, Visiting Fellow, Rappaport Institute for Greater Boston and Taubman Center for State and Local Government
- Polly O'Brien, Associate Director, Rappaport Institute for Greater Boston
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- Sabrina Davis, Program Coordinator, Taubman Center for State and Local Government
- Jeffrey Liebman, Director, Taubman Center for State and Local Government and the Rappaport Institute for Greater Boston; Malcolm Wiener Professor of Public Policy

Organizational titles and affiliations are provided for identification purposes only. Full list of Transition Committee members are listed in this report under the Subcommittee on which they served.

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Education

The Situation

The overlapping health, economic, and racial justice crises of the last year further exposed existing injustices and inequity in Boston's public education system. Prior to the pandemic, opportunity gaps had long existed for BIPOC students, English language learners, students with disabilities, and those from low-income or low-wealth households.

The coming months, especially Summer 2021, are a critical window for the City, Boston Public Schools (BPS), and other key stakeholders to provide learning experiences, employment, and non-academic supports that will have lifelong impacts on an entire generation of Boston students. Everything done to support BPS students in 2021 must address learning loss as well as the social, emotional, and physical needs of Boston children. If students do not feel safe or are not fed or housed, it is much more difficult for them to learn.

The Mayor has an important opportunity to set and pursue a bold vision where the Summer becomes a unifying time to support Boston's children and families and establish a strong foundation for Fall. In addition to setting a bold vision, transparency, trust-building, and clarifying the unique role that City Hall plays in the education of Boston's children will all be of utmost urgency.

Priority 1: Strengthen student learning opportunities for Summer 2021, including K-12 and college readiness supports for those transitioning in 2021

As students return to classrooms this Spring and Summer, the ability of schools to meet the educational, physical, social, and emotional needs of students will set the long-term tone for the transition back to the classroom and will have lasting impacts on student and community well-being. In addition to the provision of support and services, it is critical for City Hall to act as a trusted source for clear, consistent, and accessible information on Summer opportunities.

First 100 Days

Recommendation 1: Create a mechanism by which students, parent representatives of the District, educators, and other stakeholders can quickly and efficiently collaborate on policies and coordinate activities that achieve greater educational equity and repair damage done during the pandemic.

- Building upon the previous work done by the Mayor's task force, formalize this structure within City Hall by, for example, establishing a children's cabinet or collective impact backbone that will consistently connect, convene, and facilitate the collaboration of stakeholders.

- This group should help communicate decisions about the Spring, Summer, and Fall (e.g., program options, registration dates).
- The City should engage community-based organizations (CBOs) in this process to build capacity for the District to implement their plans, and the City should offer additional funding to ensure these organizations can meet demand from students and families (especially for non-academic supports like mentoring).

Recommendation 2: Communicate education vision, priorities, and Summer plans and opportunities boldly, consistently, transparently, and in multiple languages.

- Leverage the convening power of City Hall to help hold town halls with students and parents to learn about their experiences and needs and to share the Mayor's vision.
- Emphasize support and appreciation for the educators that navigated their own trauma and challenges to teaching this past year in communications about education.
- Create a specific communications and engagement plan for English language learners, students with disabilities, and their families.
- Mobilize a massive outreach campaign about Summer opportunities to maximize student engagement and streamline information about program availability and sign-up processes.

Recommendation 3: Make a firm and bold commitment to spend federal aid dollars on any and all resources students, teachers, and families need to get on track with their learning and well-being (including additional learning time and staffing, as needed).

- Explore financial incentives for teachers and staff to avoid churn and burnout.
- Ensure transparency on how the funds are being spent and create opportunities for school-based stakeholders, particularly BIPOC families and educators, to advise and share input on funding uses.
- Invest additional resources directly into supports for mitigating COVID-19 learning loss and mental health resources for students.
- Invest in literacy supports for K-5 specifically.

Recommendation 4: Convene post-secondary institutions and college readiness CBOs to communicate the importance of college and all the resources available for students to ensure smooth transitions between high school and post-secondary experiences.

- Call upon regional post-secondary institutions to open their doors and provide support and services to students, repairing what has become a breakdown in the pipeline to post-secondary opportunities during the pandemic.
- Partner with post-secondary institutions and CBOs to ensure resources are spent on training and deploying volunteers to help students with FAFSA completion—a key step on the path toward college.

Measuring Success

Track and share data (while abiding by student privacy provisions) that allow the community to better understand how students are doing during the return to school and enable the City and BPS

to make adjustments as needed (e.g., quantitative and qualitative, attendance, disaggregated by race and class, etc.).

Priority 2: Improve student employment opportunities

Students and young people are being disproportionately impacted by unemployment and underemployment during the pandemic, which further disrupts their ability to persist in their education. Maintaining high-quality educational and work experiences this Summer will set a strong foundation for future academic and career success, especially for juniors and seniors.

First 100 Days

Recommendation 1: Issue a strong call-to-action for Boston employers of all sizes and sectors to hire paid high school interns for the summer.

- Ask the City, BPS, and BPS partners to hire young workers for paid internships, specifically tasking them to support work related to the recovery of the education system.
- Call attention to the schools from which students are being hired and ensure equitable access to high-quality paid opportunities, especially from schools often ignored or excluded from such opportunities.

Recommendation 2: Increase funding from City Hall to incentivize employers to hire young people.

- Ask Boston small businesses or CBOs to hire student workers and consider the use of federal relief funds to subsidize wages for those organizations where cost is a barrier.
- Rally the philanthropic community to direct additional funding for Summer employment and career readiness programs.
- Create liaison positions that support employers and youth to ensure the Summer employment experience is enriching for the student and valuable for the employer (e.g., how to support young workers doing remote work, connecting youth to mental health supports, managing across lines of difference, etc.).
- Develop funding opportunities to support non-traditional work opportunities for middle school students, leveraging existing programs whenever possible.

By the End of 2021

Recommendation 3: Empower the City's Department of Youth Employment and Engagement to expand its efforts and create a stronger infrastructure for youth employment and engagement

- Increase funding for the Department of Youth Employment and Engagement using federal relief funds.
- Ask local employers to make long-term commitments to employ young workers.
- Establish a permanent program to employ or mentor students at City Hall.
- Raise awareness of the need to start engaging middle school students and preparing them for post-secondary and/or the workplace.

Longer Horizon

Recommendation 4: Partner with Summer employers to ensure these young workers have pathways toward permanent employment

- Frame this Summer's employment opportunities as a long-term opportunity for Boston's employers to improve diversity regarding race, family income, gender, ability, etc.

Priority 3: Increase non-academic supports for students

Many BPS students have experienced trauma in some way over the past year. If non-academic needs are not addressed alongside academic learning losses, there is ample evidence to suggest that long-term academic progress will be more difficult and cause lasting harm to the well-being of Boston students. The City should expand the availability and awareness of mental health and other non-academic supports.

First 100 Days

Recommendation 1: Increase funding for non-academic supports within BPS and for CBOs or other partners offering these services.

- Invest in community health, counseling, and mentoring services via CBOs and health centers across the City that can be accessed by parents, caregivers, and school staff, with a specific focus on BIPOC and low-income residents. Leverage federal stimulus dollars and/or rally the philanthropic community to direct additional funding for non-academic supports and services.
- Create a specific plan to support teachers and BPS staff with additional mental health and counseling services.
- Increase funding to BPS for the purposes of hiring additional nurses, social workers, and counseling staff that can remain on-site for at least the next two years and serve BPS students in a consistent and sustainable manner.
- Hire additional translators for City communications.
- Fund food security programs targeted toward children and families.
- Engage the Boston Public Health Commission in this effort.

Recommendation 2: Communicate opportunities for students and families to receive non-academic supports, as well as progress on increasing access.

- Leverage existing and varied communication formats such as utilizing the City's text, email, snail mail, paper flyers, 311, public transit ads, and other modalities (in multiple languages) so that families receive information multiple times and in various formats.
- Encourage BPS communications to highlight the opportunities available to students and families in multiple languages and through community-based organizations and networks.

Measuring Success

Reporting progress on these activities in a consistent, clear, and transparent way will be important. For example: in partnership with the Superintendent and School Committee, conduct a monthly public review of discipline and school-based policing data to ensure trauma is being addressed and not further stigmatized or criminalized. This will improve transparency and trust while also keeping City stakeholders accountable to mitigate the effects of trauma on students. Regular reporting on increased access to mental health staff for students, school staff, and families should also be shared.

Priority 4: Ensure safe schools and learning opportunities for Fall 2021

Ensuring an equitable learning experience in Fall 2021 will build upon momentum from a successful Summer experience for students and will begin to heal the damage from the pandemic in ways that prevent additional trauma and learning loss. The transparency and inclusiveness with which Fall 2021 is designed will also improve trust and communications between stakeholders.

First 100 Days

Recommendation 1: Encourage BPS to create scenario plans for a fully virtual, hybrid, or fully in-person learning experience.

- Ensure plans include robust options for students and families who choose a permanent virtual learning option.
- Ensure plans will be fully funded for safety and equity.
- Include transitions that may be needed between various models to improve predictability.

Recommendation 2: Invest in necessary renovations or equipment to ensure safe and clean learning spaces.

- Align with Build BPS work and expand HVAC as a priority.
- Ask union and BIPOC-owned construction companies to prioritize school projects (BPS and Higher Education) in Spring and Summer, perhaps leveraging City tax or other incentives to do so.
- Increase green school initiatives across the District.
- Acknowledge when some rooms or schools cannot reopen safely, if/when that's the case, and use the power of City Hall to find and secure alternative learning locations when needed.
- Visit schools with parents or caregivers to understand what they need to feel safe sending students back (and to showcase the steps the City and District have taken).

Recommendation 3: Assist in the reopening of childcare facilities and home daycare providers by ensuring increased access to essential supplies and available seats. The City can allocate funds and build partnerships to connect providers with PPE and safety equipment, vaccine protocols, and cleaning supplies and services.

- Expand availability of vouchers for early childhood education programs and daycare facilities.
- Revive and rebuild family, friend, and neighbor care systems, drawing on examples from other jurisdictions such as Hawaii's Feminist Recovery Plan for COVID-19.
- Increase access to universal Pre-Kindergarten.

Recommendation 4: Launch a public awareness campaign through Fall 2021 to ensure students and families feel clear and confident in the plan to return to full-time in-person learning.

- Communicate honestly that this Fall will almost certainly not look like other Falls regarding school.
- Create a mechanism by which the number of cases or instances of transmission within schools are transparently communicated to the public, including through school bus transportation.
- Communicate regularly and publicly about progress on Summer academic programming and youth employment to transition students and families from the Summer into the Fall. Make these appearances at schools or CBO sites across the City throughout the Summer and Fall and engage in a town hall format to answer community questions.
- Offer all communications about Fall 2021 plans (including registration deadlines, health and safety protocols, etc.) across multiple platforms, channels, modalities, and in multiple languages.
- Demonstrate fiscal responsibility and transparency by having a website that shows how much federal and state funding is coming to Boston and exactly how that money is being spent, with line-item accountability. Ensure opportunities for school-based stakeholders, particularly BIPOC families and educators, to advise and share input on how the funding should be spent.

Longer Horizon

Recommendation 5: Create a 10-year plan for BPS buildings that includes community input to engage new voices in the process and inform decisions.

- Assess what happens to each building, if/when/what action will be taken.
- Articulate a path forward in the plan for MSBA funding applications and how applications will be distributed more equitably across the community.

Other Considerations

Questions about two specific education institutions, the School Committee and the exam schools, remain. Efforts to reform these institutions will likely extend beyond 2021, but several specific actions were identified that could help to improve trust, accountability, and effectiveness in the near-term:

School Committee

- Use appointment authority to reshape representation on the School Committee.

- Support by-law changes to grant youth representatives a full vote and clarify the relationship between Committee members and City Hall.
- Support efforts to democratize school committee membership.

Exam Schools

- Support efforts to revise the application process to support diversity in all selective schools.
- Vigorously fight litigation challenging diversity efforts in BPS.
- Fund additional support for students with disabilities and English language learners at the exam schools.

A number of additional important issues were raised by the Education Subcommittee. Acknowledging that the Mayor does not have direct authority on some of these matters, it is also recommended that the Mayor use her position to speak to these issues when engaging with BPS, education partners, and stakeholders and/or using her bully pulpit to raise awareness of these issues:

- Long-term hiring, retention, and development of BIPOC teachers
- Fair wages and compensation for BPS employees who have gone far above and beyond during the pandemic
- Expanding early childhood learning opportunities
- ELL Task Force and the Achievement Gap Task Force findings
- Expanded access to art, music, and athletic programming for BPS students
- Support for students experiencing homelessness or housing instability
- Decolonizing curriculum and reimagining testing and evaluation of student progress
- Working with parties from the desegregation lawsuit toward compliance with Judge Garrity's order
- Community-based, participatory processes for future school budgeting

Subcommittee Members

- Tanisha M. Sullivan, Subcommittee Co-Chair/ President, NAACP Boston Branch
- Jessica Tang, Subcommittee Co-Chair/ President, Boston Teachers Union
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- Dr. James Canniff, Provost and Vice President of Academic and Student Affairs, Bunker Hill Community College
- Denella Clark, President, Boston Arts Academy Foundation
- Matthew Cregor, Staff Attorney, Mental Health Legal Advisors Committee
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- Drew Echelson, Former Superintendent, Waltham Public Schools; Senior Lecturer, Harvard Graduate School of Education
- Pam Eddinger, President, Bunker Hill Community College
- Latoya Gayle, Former Executive Director, Boston Schools Finder; Co-Founder, March Like a Mother
- Roxann Harvey, Chair, Boston Special Education Parent Advisory Council (Boston SpEdPAC)
- Erica Haydock, Co-Founder, Voices For BPS Families
- Sharon Hinton, Founder and President, Black Teachers Matter Inc
- Khymani James, Boston Latin Academy student; Former Member of the Boston Student Advisory Council (BSAC)
- Suzanne Lee, Former Elementary School Principal, Boston Public Schools; ELL Task Force
- Sandra Lopez Burke, Executive Director, City Year Boston
- Wenling Ma, Citywide Parents Council
- Margaret McKenna, Chairwoman, Human Rights Commission
- Dr. J Keith Motely, Consultant & President/CEO, Urban League of Eastern Massachusetts
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- John Nucci, Senior Vice President of External Affairs, Suffolk University
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- Rev. Cheng Imm Tan, Parent, Boston Public Schools
- Charlie Titus, Former Vice Chancellor of Athletics and Recreation, UMass Boston
- Naesoj Ware, Student, Boston Public Schools
- Gloria West, Facilitation Co-Chair, Citywide Parent Council
- Nicole Yongue, Managing Director of Impact, City Year Boston

Housing, Planning, and Development

The Situation

While Boston has long grappled with the challenge of affordable housing, the COVID-19 pandemic and accompanying economic shutdowns exacerbated the issue and increased the need for urgent action. Addressing housing inequities and affordability gaps in the wake of the pandemic requires an increased effort to mitigate the potential rise in evictions and foreclosures and to make continued improvements in the City's processes for reviewing, approving, and assisting efforts to develop affordable housing stock in communities hardest hit by the pandemic.

At the same time, the racial wealth gap in the City underscores the need to increase efforts to expand opportunities for people of color and minority, women-owned business enterprises (M/WBE) to participate in the development process. While the challenges in this space are significant, there is also great opportunity to ensure that the City's recovery efforts help build a more affordable, equitable, and inclusive housing, planning, and development ecosystem to ensure that working class people can remain in the City.

Priority 1: Reduce tenant displacement in the wake of the COVID-19 pandemic

As unemployment in Boston reached historic highs during the pandemic, Boston residents struggled to pay for basic needs like housing. Even though the economy is slowly rebounding with the roll-out of vaccines, low-wage workers will be slow to recover and a record number of residents will continue to require assistance. In response, the City must ramp up interventions to protect the most vulnerable. Boston can prevent displacement and curb the disruption of the pandemic by developing programs that protect tenant rights, increase access to public information, and work with landlords.

First 100 Days

Recommendation 1: Work with landlords to reduce evictions.

- Expand current efforts to get landlords to sign a pledge to avoid evictions.
- Identify “mom-and-pop” landlords and conduct outreach campaigns to publicize available funding to help avoid eviction proceedings.

Recommendation 2: Increase assistance and direct support (and the speed with which that assistance is available) to tenants struggling to pay rent, especially as additional federal assistance becomes available in the coming months.

- Earmark more America Rescue Plan Act (ARPA) funds to supplement existing rent stabilization efforts, like RAFT.
- Increase access to vouchers for small properties at the point of acquisition and vouchers for existing tenants.

Recommendation 3: Expand access to legal resources for tenants facing eviction to ensure tenants know their rights and are protected.

- Increase staff at already existing agencies that work with low-income tenants.
- Ensure that legal services are available in different languages.

Recommendation 4: Identify families in extreme need before they become homeless by working with homeless liaison in schools and local organizations.

Recommendation 5: Provide special liaisons to help Boston residents who are applying for affordable housing for the first time navigate the process.

Recommendation 6: Consider creating a hotline for tenants, homeowners, and small landlords facing financial stress due to the pandemic.

By the End of 2021

Recommendation 7: Leverage City offices and nonprofit organizations to provide financial education/coaching to tenants and homeowners.

- Utilize public service announcement campaigns and/or multilingual in-person events.

Recommendation 8: Consider creating a hotline for tenants, homeowners, and small landlords facing financial stress due to the pandemic.

Recommendation 9: Look into leveraging City resources to help tenants remain in place when buildings are sold (options may include tenant or nonprofit purchase).

Measuring Success for this Priority

- Number of families served and placed in housing
- Decrease in the homeless population
- Increase in available housing units

Priority 2: Increase the predictability, efficiency, and transparency of the permitting processes for housing and other developments in the City

Increasing the availability of affordable housing units is a major lever the City can use to serve more vulnerable tenants. To address the affordable housing shortage, the City should focus on shrinking the timeline of, and alleviating impediments to, development for projects that already conform to approved City/community plans and that have been developed through a

participatory process.

First 100 Days

Recommendation 1: Institute a “pandemic recovery period permitting process” to expedite affordable housing projects in communities hardest hit by the pandemic and to take advantage of coming federal assistance for “shovel-ready” projects.

- Consider prioritizing projects that provide more than half of their housing units to low-income households.
- Ensure implementation of procedures to examine the impact of development proposals on Fair Housing, as recently added to the zoning code.

Recommendation 2: Include equitable language in Request for Proposals (RFPs) and other government documents to incentivize the use of M/WBE as contractors in future developments.

Recommendation 3: Review contribution requirements to funds such as the Linkage Fund and Inclusionary Development Policy (IDP) to ensure new developments are supporting the community/City in the best way possible.

By the End of 2021

Recommendation 4: Conduct an expedited examination of how long it takes property developments to obtain permits, identify bottlenecks in the process, and find ways to reduce processing time.

- Consider engaging an outside consultant to conduct an “efficiency” study.

Recommendation 5: Provide greater visibility into the locations and types of development being built across Boston with tools like a searchable databases/map to ensure that developers and community leaders can prepare communities.

Longer Horizon

Recommendation 6: Consider instituting a one-stop shopping portal so that potential projects can be submitted online and reviewed concurrently by all required agencies.

- A workflow management tool can provide transparency and create automatic notifications for project managers regarding the status of their application(s).

Measuring Success for this Priority

- Decreased average approval and permitting time
- Increased number of approvals and permits
- Increased number of W/MBE developers

Priority 3: Focus on preserving and growing the affordable housing stock, particularly in communities hard hit by the pandemic

By providing more affordable housing options to residents, the City can support vulnerable tenants and prevent displacement of long-time residents. Helping people stay in their communities will preserve the diversity and vibrancy of Boston.

First 100 Days

Recommendation 1: Oversee the implementation of the Affirmative Furthering Fair Housing (AFFH) amendment to the Zoning Code that went into effect December 2020.

Recommendation 2: Identify City-owned parcels that have the potential for development into affordable housing units.

Recommendation 3: Increase affordable housing development requirements.

- Courses of action could include strengthening IDP and/or Linkage fees, creating an affordable housing overlay zone in the City, and/or increasing funds and per unit funding levels for the Acquisition Opportunity Program, with a priority on permanent affordability and racial equity.

By the End of 2021

Recommendation 4: Accelerate the disposition and development processes for publicly owned parcels in the City that are suitable for development.

- Prioritize buyers such as non-profits/community organizations, M/WBEs, and other affordable housing developers.

Recommendation 5: Acquire underutilized parcels of land and/or occupied properties, while competition may not be as high as before, and use them to develop affordable housing through efforts like Community Land Trusts (CLTs).

Recommendation 6: Establish a fund for Community Land Trusts and identify opportunities for CLTs to advance permanently affordable housing and features that enable healthier communities.

Recommendation 7: Loosen restrictions and requirements for Accessory Dwelling Units (ADUs) to ameliorate the shortage of affordable housing for elderly residents and families.

- Work with the Zoning Board of Appeal (ZBA) to ensure revisions are comprehensive.

Longer Horizon

Recommendation 8: Create a land bank to move problem and foreclosed properties to nonprofits for preservation as permanently affordable housing.

Recommendation 9: Review current deed restrictions with an eye towards wealth equity.

- Consider revising deed restriction language to help address the racial wealth gap by allowing for homeowners to pass their property on to a family member, and other measures.
- Examine the impact of adding deed restrictions for permanent affordability for public parcels sold for new rental housing development.

Measuring Success for this Priority

- Increased number of affordable housing units available.
- Increased acquisition of land by community, non-profit organizations and M/WBEs.

Other Considerations

The City cannot simply increase efficiency without prioritizing equitable development and community residents' desire for more influence over development decisions. Any policies or actions the City pursues should clearly define income levels required for "affordable housing." The City can make progress in reducing the racial wealth gap by promoting policies that increase homeownership among communities of color. Finally, increasing affordable housing resources and tenant protections will need a strong City liaison to advocate at the State and Federal levels.

Subcommittee Members

- Lydia Lowe, Subcommittee Co-Chair/ Director, Chinatown Community Land Trust
- Patrick Lee, Subcommittee Co-Chair/ Principal, Trinity Financial
- Yasmin Serrato-Muñoz, Rappaport Institute/Harvard Kennedy School Liaison/MPA-MBA 2021 (Harvard Kennedy School-Wharton)
- Fatima Ali-Salaam, Chair, Mattapan Neighborhood Council
- Dr. Vanessa Calderón-Rosado, CEO, Inquilinos Boricuas en Accion
- Karen Chen, Executive Director, Chinese Progressive Association
- Symone Crawford, Director of Homeownership Education, MAHA
- Brian Doherty, Building Trades Unions
- Linda Dorcena Forry, Suffolk Construction
- Marc Draisen, Executive Director, MAPC
- Teronda Ellis, CEO, Jamaica Plain Neighborhood Development Corporation
- Mossik Hacobian, Higher Ground
- Joe Hanley, Attorney, McDermott, Quilty & Miller
- Dennis Kanin, Principal, New Boston Ventures
- Jesse Kanson-Benanav, Executive Director, Abundant Housing Massachusetts
- Joe Kriesberg, President, MACDC
- Lisette Le, Executive Director, Viet AID
- Meridith Levy, Executive Director, Boston Neighborhood Community Land Trust
- Denise Matthews-Turner, Interim Executive Director, City Life Vida Urbana
- Pam McDermott, Founder/CEO, McDermott Ventures

- Walter Ramos-Rogerson, President and CEO, Rogerson Communities
- Mike Ross, Attorney, Prince Lobel; Former Boston City Councilor
- Anne Rousseau, CFO, Metro Boston Housing Partnership
- Matthew Skelly, Fuss & O'Neill
- John Smith, Dudley St. Neighborhood Initiative
- Richard Taylor, Chairman, Taylor Smith Group; Director, Suffolk University Center for Real Estate
- Armani White, Organizer, Reclaim Roxbury
- Josh Zakim, Executive Director of Housing Forward MA

Public Health

The Situation

As the City of Boston continues to grapple with the ramifications of the pandemic and builds roads to recovery, the recommendations presented in this section are centered on an equitable, adaptable, and active response. In addition to addressing the immediate impact of COVID-19, the pandemic has exposed other urgent, but often long-standing, health issues that ought to be addressed resourcefully by adopting strategies deployed during the COVID-19 pandemic. The more the City takes a coordinated and simultaneous approach to addressing these health needs, the more equitable the impacts will be.

Central to all the following priorities is also a focus on data-informed solutions and inclusive decision-making. To this end, the report includes suggested metrics of success for each priority and action steps intended to ensure all voices are equally heard and included in decisions. Responding strategically and creatively to the pandemic will not only help the City address the immediate public health crisis, it can also help reweave the public health fabric that is necessary for all Boston residents to thrive.

Priority 1: Equitable COVID-19 vaccine distribution

To address the inequities and gaps in COVID-19 response thus far, this priority ensures there is an equitable approach to distributing the vaccine throughout the City, by prioritizing vaccine administration in neighborhoods that have been hardest-hit by COVID and leveraging community-based resources for communication and distribution.

First 100 Days

Recommendation 1: Gather and centralize data and information on what has already been accomplished in pandemic response efforts to ensure effective deployment of resources.

- Conduct an evaluation of existing vaccination distribution efforts (e.g., number who have received the first dose, number of fully vaccinated, type of vaccine received) and assess equity initiatives from other cities and reports to identify best practices (including a review of the [Equity in Vaccination: A Plan to Work with Communities of Color Toward COVID-19 Recovery and Beyond](#) report).
- With clear appointment of roles within the Janey Administration, ensure smooth handoff from Walsh Administration Inequities Task Force, including transfer of existing reports, to avoid duplicative work.
- Map funding and resource flows to existing partnerships and community engagement initiatives to identify and help smaller community-based organizations that could be instrumental in reaching vulnerable or underserved demographics.

Recommendation 2: Develop a centralized heat map or dashboard to identify which populations, neighborhoods and individuals are getting access to the vaccine and resources and where there are gaps.

- Gather insights from organizations (i.e., CIC Health) who have already developed similar tools.
- Include critical information on age, race/ethnicity, disability status, neighborhood, whether the individuals have been assessed for other urgent needs and connected with services, vaccination data, etc.

Recommendation 3: Ensure close coordination between the City of Boston, the Boston Public Health Commission, community-based organizations, health care providers, and the State via a clear delineation of roles and responsibilities of each.

Recommendation 4: Increase vaccine access through community partnerships and private sponsorships, meeting vulnerable/unreached populations where they are.

- Methods to consider include mobile vaccination hubs, mini-mass vaccination sites conducted with community organizations that can act as trusted ambassadors for the vaccination effort, alternatives to tech-based methods, smaller/trusted community-based sites such as churches, barber shops, social clubs, etc.

By the End of 2021

Recommendation 5: Initiate community engagement process to implement identified equity-based best practices from existing Boston efforts and other cities' initiatives.

Measuring Success for this Priority

- Vaccination: percent vaccinated by zip code, percent vaccinated based on all eligible residents, percent vaccinated based on key demographics/risk factors
- Demographics: number of residents reached, number of vaccinated individuals who engaged with supported partnerships/targeted outreach
- Equity: disparity to the mean by demographic for vaccine distribution, and then tracking disparity over time to see if the actions taken are proving effective, percent of people who understand how/when to get a vaccine

Priority 2: Address the social determinants of health that contributed to inequities in COVID-19 health outcomes

This priority aims to address the pre- and post-pandemic social determinants of health that contributed to high rates of mortality and morbidity for BIPOC individuals. The determinants include but are not limited to: unemployment, childcare, food insecurity, housing, transportation, and violence. To help address the social determinants of health, the City can and should incorporate social needs screening and resource linkage to healthcare and social services in all vaccination education and administration efforts.

First 100 Days

Recommendation 1: Develop heat maps, dashboards, and stakeholder maps to identify which social service organizations are: (1) most prepared to or are currently providing assistance, (2) most in need (financially and materially) of support to meet community needs and (3) establish a baseline and support measurable impact.

Recommendation 2: Adopt civic engagement and canvassing strategies and leverage existing services and City agencies to conduct wellness checks to screen for and provide warm handoffs to wraparound services.

- Ensure vaccination outreach and administration sites are partnering with City agencies and nonprofits to offer screenings and make these warm handoffs.
- Consider mobile and tele-health services, a block-by-block 'Get Out The Health' campaign, leveraging 311, have health care representatives at vaccination sites offer screenings, coordinate food distribution at vaccination sites, etc.
- Offer employment opportunities to those who have been unemployed due to the pandemic and can lend their skills to these initiatives.

Recommendation 3: Review clinical and social determinants data being captured by the Boston Health Equity Measure team led by the Boston Public Health Commission's Medical Director to inform future funding and programming decisions.

Longer Horizon

Recommendation 4: Work with a research entity, area public health schools, and health care providers to assess and report the long-term, residual impacts of COVID-19 on the health of Boston residents and provide policy/legislative recommendations for sustained attention and support.

Measuring Success for this Priority

- Number of individuals screened and connected to needed wraparound services (by zip code)
- Number of individuals who understand that they can get services and access the services (compared to 2019 and 2020 levels),
- Data on community-based providers and organizations receiving funding

Priority 3: Provide attention and support for undiagnosed, unaddressed, or exacerbated physical and behavioral health conditions

Many patients with medical issues prevalent in BIPOC communities, such as diabetes, asthma, and cardiovascular diseases, have been disconnected from their medical and primary care providers due to the pandemic. In addition, the rates of mental health and substance abuse issues have increased due to the isolation, social network disruption, health issues, and economic

hardships including job loss and housing instability. Responding to the pandemic requires increased screening for, availability of, and connection to services and supports to combat these challenges.

First 100 Days

Recommendation 1: Review existing data sources to map prevalence of behavioral health challenges, experiences of distress, and behavioral health issues by neighborhood.

Recommendation 2: Identify and incentivize community organizations for partnerships to address behavioral health needs.

- Examples of community organizations can include food access programs, yoga studios/fitness centers, substance abuse programs, mental health centers, recreational spaces such as Long Island, schools, etc.

Recommendation 3: Increase funding to support pre-existing and post-pandemic health issues.

By the End of 2021

Recommendation 4: Develop programs and outreach and mobilization toolkits (i.e., referral workflows, linkage and resources mapping) through partnerships with community organizations for targeted neighborhoods and demographics.

Measuring Success for this Priority

Priority 2 metrics, plus:

- Number of referrals to primary care or other services
- Number of people reached and number of people utilizing services
- Changes in rates of behavioral health conditions (compared to 2019 and 2020 levels)

Priority 4: Increasing community trust in public health

Trust in the public health system is a critical enabler for the preceding priorities and action steps. Acknowledging the history of racism in public health and health care initiatives, and the racism and discrimination that persists in our society, this priority aims to build upon existing vaccination communications, marketing campaigns, and community engagement and outreach strategies to increase trust in the public health system.

First 100 Days

Recommendation 1: Identify and leverage existing communications campaigns (with multilingual education materials) and outreach strategies needed to enhance trust, build community, and spread hope.

- Consider strategies such as including community voices (multilingual families, leaders of

color) in campaigns, painting murals, and conducting A/B tests based on demographics.

Recommendation 2: Expand/develop a comprehensive public health education program and resources for communities and organizations (i.e., leveraging resources such as “Trust the Facts. Get the Vax” campaign).

Recommendation 3: Deploy resources and collaborate closely with community organizations through incentive programs or additional funding to overcome technical and other barriers to vaccine access, such as lack of childcare or limited transportation options.

Recommendation 4: Use behavioral science, civic engagement, canvassing strategies, and paid/incentivized community engagement programs to get input from community members to increase vaccinations and influence public health decisions.

By the End of 2021

Recommendation 5: Ensure and advocate for future CDC and State guidance and policies that address Boston-specific challenges in the City’s most vulnerable communities.

- Develop policies that recognize and address the unique circumstances of undocumented residents and residents without health insurance.

Measuring Success for this Priority

Many of the metrics in other priorities apply, plus:

- Marketing analytics for communications campaigns
- Correlations between vaccination sign-ups and education resource access
- Percent of and number of residents getting vaccines by race/ethnicity, gender, ability, etc.

Other Considerations

In addition to addressing the health needs of adults and those eligible for vaccination (16+ years old), a successful public health approach requires considering the unique needs and circumstances of families and children. Promoting children and family health will require close coordination with BPS and other departments in City Hall.

Moreover, the action steps under “Increasing trust in public health” should not be viewed in isolation. Those strategies are essential for successful execution of the three other priorities and should be adapted and implemented accordingly.

Lastly, health care access and quality alone will never be enough to transform health outcomes in Boston. The work of other Transition subcommittees, such as Housing and Education, are deeply intertwined with addressing the social determinants of health and are critical inputs for developing a holistic approach to driving progress.

Subcommittee Members

- Frederica M. Williams, MBA, Subcommittee Co-Chair/ President and CEO, Whittier Street Health Center
- Dr. Lauren A. Smith, Subcommittee Co-Chair/ Chief Health Equity and Strategy Officer, CDC Foundation
- Joana Ortiz, Rappaport Institute/Harvard Kennedy School Liaison/Mid-Career/MPA 2021 (Harvard Kennedy School)
- Dr. Charles Anderson, President and CEO, Dimock Health Center
- Marilyn Anderson Chase, Former Assistant Secretary, MA Office of Health and Human Services
- Peter Antonellis, Director of Legislative Affairs, Suffolk County Sheriff's Department
- Renee Boynton-Jarrett, MD, ScD, Associate Professor of Pediatrics, Boston Medical Center; Founding Director, Vital Village Networks
- Dr. Jennifer Childs-Roshak, President and CEO, Planned Parenthood of MA
- Kathryn Cohen, Director of Public Policy and Government Affairs, Massachusetts League of Community Health Centers
- Michael Curry, Co-Chair, COVID 19 Health Inequities Task Force
- Emilia Epstein, Executive Aide to the CEO, CIC
- Dr. Thea James, Associate Chief Medical Officer, Vice President of Mission, Boston Medical Center
- Reuben Kantor, Chief Innovation Officer, City of Revere
- Manny Lopes, President & CEO, East Boston Neighborhood Health Center
- Glynn Lloyd, Executive Director, The Foundation for Business Equity
- Rodrigo Martinez
- Jaimie McNeil, General Agent, UNITE HERE Local 26
- Leah Randolph, Co-Founder and Executive Director, Commonwealth Mental Health & Wellness Center Inc.
- Tim Rowe, Founder and CEO, CIC and CIC Health
- Cal Sciortino, Executive VP of External Relations, Fenway Health
- Melissa Threadgill
- Bill Walczak, Former CEO, South End Community Health Center; Co-Founder, Codman Square Health Center

Safety, Healing, and Justice

The Situation

The concern for safety is prescient and personal. Every resident has the desire to keep themselves and their loved ones safe. Yet there are distinct and, in some cases, divergent visions for how to best create a safer Boston that are often rooted in individuals' unique lived experiences.

Homicides continue to be concentrated in specific areas of the City and the residents of those neighborhoods ache for a reprieve and for the confidence that their loved ones will be safe. At the same time, though many first responders are deeply committed to the communities they serve, many Black and Brown people continue to feel unduly targeted by law enforcement.

As a result, there is a spectrum of perspectives on safety, justice, and healing. On one side is a belief in reforming and improving policing, on the other, a commitment to abolishing the police and the entire carceral system, with a variety of perspectives in between that seek to draw on and blend these different goals. This report largely focuses on and highlights the areas of unity in creating a safer and more just City. The "Other Considerations" section at the end of this report, however, seeks to reflect and elaborate on the major points of divergence in the visions for safety in Boston. Specifically, this section lays out the distinct perspectives on either reforming or dramatically reimagining the City's approach to safety, healing and justice without recommending a particular path forward. Making progress on these complex issues will require on-going consideration and collaboration between the City, law enforcement, and the communities and individuals who would be most impacted by change.

Priority 1: Increase mental health resources

This priority targets the expansion of mental health services in response to emergency calls that are rooted in mental health crises. The goal is to ensure that residents are receiving timely, appropriate mental healthcare while relieving the unfair burden on police officers to respond to incidents that are outside of their scope and training.

First 100 Days

Recommendation 1: Allocate more City funds and training for mental health.

- Investigate strategies for investing in mental health such as: (1) Identifying opportunities to redirect funding from other BPD programs, or other parts of the City budget, and reviewing every police function that can be civilianized. (2) Comparing how much money the City is spending on mental health versus policing, broken down by neighborhood. (3) Identifying

community-based mental health specialists and programs that could do mental health functions currently given to the police. (4) Increase funding for school counselors (see Priority 4).

- By the end of 2021, train 911 dispatchers on how to identify mental health calls and deploy mental health resources.

By the End of 2021

Recommendation 2: Expand jail diversion program or explore other options to strengthen connections to mental health/addiction supports as alternatives to jail.

- Work with Suffolk County District Attorney's Office (SCDAO) to identify offenses that should not be prosecuted to make sure the Boston Police Department (BPD) is not making arrests for those offenses and is instead referring them to the appropriate agencies.
- Create a multi-agency task force with both City and State agencies as well as educators, mental health practitioners, and community leaders working on this issue.
- The task force should review what organizations partner with the District Attorney's Office and if they are effective (i.e. are diverting parties reentering the criminal justice system). Programs deemed effective in providing support and services for youth as an alternative to prosecution should receive increased funding. Note that a holistic approach is necessary to determine effectiveness and that short-term metrics may not be sufficient to measure effectiveness for organizations doing long-term preventative care work.

Recommendation 3: Ensure diversity for any mental health workers hired by the City.

- Work with affinity groups, such as the Greater Boston Association of Black Social Workers, to increase recruitment effectiveness.
- Establish relationships with local social work programs at institutions such as Simmons, Boston University, and Bridgewater State University. Convene representatives of college/university social work undergraduate and graduate school programs to develop a pipeline of diverse social workers.

Measuring Success for this Priority

Data should be consistently collected and shared (in an anonymized way) on the utilization of mental health support and should inform the work of the previously recommended Task Force.

- Create a system for tracking mental health calls and their outcomes, disaggregated by race/ethnicity, gender, age, and neighborhood to ensure equitable distribution of services broken down by race, ethnicity, gender, and location.
- Consider using data from shot spotter technology and mapping of 911 calls to identify areas of the City most in need of trauma intensive supports.

Priority 2: Expand trauma-informed care in response to community/familial violence

The people most at risk of committing crimes are also those most likely to be victims of crimes

and the most likely to be impacted when a crime occurs. Breaking this cycle of crime involves deploying resources to support those experiencing crime in their communities and homes.

First 100 Days

Recommendation 1: Expand credible messenger programs to address and intervene on behalf of youth who are both committing, and at risk of being victims to, violence.

- Assess current reach of the Street Worker program and other credible messenger programs (such as Families for Justice as Healing) to determine the need to expand their capacity.
- Ensure that credible messengers have access to trauma-informed care training. Commission research on the best trauma-informed care training to ensure that any training is culturally/racially competent and effective. Consider making this mandatory.
- By the end of 2021: Create support services for credible messenger's own trauma.

Recommendation 2: Improve trauma response and review the role of trauma teams.

- Create a system for evaluating the effectiveness of police-based/affiliated trauma teams.

By the End of 2021

Recommendation 3: Convene a roundtable under the Mayor's Office for trauma-informed programs for youth.

- Convene agencies (e.g. the SOAR program, the VIP coalition, ROCA, and Transition Hope) with resources and data from BPD, to share best practices, unite youth who share similar experiences, and help identify youth who would most benefit from services.
- Take a strategic and data-informed approach to ensuring the equitable distribution of supports across the City with targeted support for young people and families, especially those experiencing trauma due to the pandemic.
- Consider paying young people to do anti-violence work.

Measuring Success for this Priority

- The number of children and families reached each year by programs funded by the City
- Outcomes (such as reduced violence or recidivism) for those reached by programs funded by the City and adjust funding based on success
- Utilize the Jail Diversion Task Force to collect data on who is being diverted
- All data should be disaggregated by race/ethnicity, gender, age, and neighborhood to ensure equitable access, treatment, and outcomes. The City should also be creative and innovative in defining what success looks like, recognizing that some programs do long-term community investment that cannot be measured in annual metrics.

Priority 3: Increase equitable representation and accountability amongst first responders (EMS, fire, police)

Ensuring that those policing and serving the community are invested in the communities they

serve and look like the neighborhoods they patrol helps build community trust and an understanding of community needs. Achieving this priority involves creating systems for more equitable hiring and retention practices for first responders and increasing transparency and community input in police policies and contracts.

First 100 Days

Recommendation 1: Explore strategies for reforming the collective bargaining process with the Boston Police Patrolmen's Union, the Boston Police Superior Officers Federation, the Boston Police Detectives Benevolent Society, and the Super Detective Benevolent Society to increase public input while preserving the important role unions can play in boosting BIPOC workers' rights, safety and wages.

- Create a process for increasing community engagement in the collective bargaining agreement process. Consider tactics such as using town halls to understand community needs and preferences, and making draft contracts available on a public website where people can comment and review.
- Clearly articulate what City Hall is fighting for, and what the Mayor will and will not accept, in upcoming contracts. This will enable community organizations to play a greater role in the process.

Recommendation 2: Create intentional programs to hire and promote POC officers and officers from underserved communities.

- Develop strategies to preference applicants who have graduated from Boston schools, have established residency beyond five years, are BIPOC and/or women from military.
- By the end of 2021: Work with Civil Service to certify language lists, providing those who speak other languages with preferences to get hired.
- By the end of 2021: Civil Service Commission review on equitable hiring.

By the End of 2021

Recommendation 3: Consider creating a youth talent pipeline to encourage young people to apply to the Police Department once they turn 21.

- Survey national (ex: LA "Police Academy Magnet School Program") and local (ex: Somerville, Lexington) models for Summer youth/junior public safety academies to find the best models and ensure that slots in said programs are available to youth from BIPOC communities to increase interest among youth of color in police/fire/EMT.
- Expand or utilize existing programs such as the English High program that is similar to ROTC for law enforcement, the Police Cadet Program, or other BPD groups such as We Belong: Youth Leadership, GROW (Girls Reflecting Our World), and Women and Blue.

Recommendation 4: Create guidelines to ensure underserved communities are represented in policy and hiring discussions.

- Increase data transparency among City agencies, including community-based data presentations where data is shared and community input is collected.

- Provide platforms for people to learn more about the role of law enforcement in their City and available programs.
- Increase community involvement in hiring processes by, for example, supporting law enforcement affinity group recruiting efforts. Outreach efforts must acknowledge a history of misconduct, underservice, and disrespect that led and leads to mistrust of police and lack of interest in serving on the force.

Recommendation 5: Increase police officer accountability.

- Ensure that the DA's Office automatically gets a copy of all Internal Affairs investigations to hold officers accountable.
- Longer Horizon: Discipline police officers who have a history of untruthfulness or have misrepresented facts in police reports or courtroom testimony. The BPD should have a zero-tolerance policy for misrepresentations of material facts that impact people's liberty and freedom. Include in collective bargaining conversations.

Measuring Success for this Priority

- Number of women and BIPOC members of the police force
- Number of promotions, assignments to specialized units, and the number of command staff, disaggregated by race/ethnicity and gender
- Implementation of internal review systems that do not only exist in the Police Department
- Completion of contracts with tangible community engagement efforts as outlined above

Priority 4: Rethink police presence in schools

This priority focuses on ensuring students are treated justly in schools and that the appropriate parties are responsible for supporting students' behavioral needs.

By the End of 2021

Recommendation 1: Re-evaluate the role of School Safety Officers in schools.

- Host moderated conversations with parents, students, teachers, administrators, community leaders, law enforcement community and other stakeholders on the need for School Safety Officers and how to create safe environments where students can learn and thrive.
- Conduct a comprehensive review of the role police play in schools by examining arrests and incident reports, with an eye on racial disparities and disparities re students with disabilities.
- Convene groups of students to discuss what safety looks like to them.
- Create a safety plan that informs all education stakeholders on the safety of students and faculty.

Recommendation 2: Hire more school social workers and ensure that they are a part of, and reflect the background of, the community they serve.

- Assess which schools have School Safety Officers but no social workers/counselors and

engage those communities to discuss what they want and need.

- Connect organizations experienced with hiring and recruitment of diverse counselors such as Greater Boston Association of Black Social Workers.
- Clarify which roles in a school are providing counseling services for students and distinguish between fulltime counselors and those who are “providing counselor services” in a limited capacity.
- Longer Horizon: Ensure that enhanced funding is directed to schools that do not meet the 250:1 counselor to student ratio recommended by the American School Counselor Association and comply with the reporting requirements pursuant to section 79 (d) of the Acts of 2020 Chapter 253. Specifically, the reporting should demonstrate a decrease in the amount of money spent on school police compared to mental health support staff and a decline in the number of school based arrests.

Recommendation 3: Ensure 504 plans are considered for all children in addition to other social and emotional support services.

- Convene experienced educators and counselors to create more wraparound support for students and resources for educators.
- Generate a plan for ensuring every child who needs a 504 plan receives one and that they are easily transferred between schools.

Recommendation 4: Implement Section 22 of "An act relative to justice, equity and accountability in law enforcement in the Commonwealth," which requires training of officers on de-escalation and disengagement tactics, including developmentally appropriate techniques and procedures, and alternatives to the use of force for minors.

- Develop a training plan and ensure that officers who regularly engage youth (BPS School Safety, BPS School Unit, youth violence strike force, etc.) are prioritized.
- Set a date by which all officers (including BPS School Safety, BPD School Unit, and YVSF) must be trained pursuant to the new State law. Officers who are trained should be the prioritized responders to school-based incidents.

Measuring Success for this Priority

- Decrease in school suspensions and particularly School Safety Officer-related suspensions
- Improved ratio of counselors-to-mental health professionals-to-students
- Utilize school arrest data to assess whether arrests should be made and what alternatives were available
- Set an ambitious, clear, data-informed target for decreased school-based arrests
- Number of schools in Boston that have police presence but no social workers/counselors (with the goal of reaching zero)

Priority 5: Increase budget allocations to community organizations and City programs that could prevent crime and improve safety outside of BPD

This funding should prioritize community organizations already doing work to promote safety in the

community and interventions that have successfully reduced crime over time.

By the End of 2021

Recommendation 1: Create a process/committee that increases community input into how funds are allocated and how much should/can be expended to organizations already doing community violence prevention/intervention.

- Review all City agencies to look for opportunities to redirect funding to violence prevention/intervention work outside of the BPD.
- Ensure that the drug control unit receives equal scrutiny in policy review as the gang unit.
- Convene a committee to make sure that grants/funding do not go to the same agencies all the time.
- Longer Horizon: Determine where anti-violence grants should be housed. Consider running all anti-violence grants from the Boston Public Health Commission or a collaboration between BPD and the Boston Public Health Commission.

Recommendation 2: Consider a participatory budgeting process that integrates community advocates and members into governmental/budgetary processes.

- Study participatory budgeting processes in other cities and work with local advocates championing this process to implement a pilot program in Boston that takes a portion of the budget and subjects it to a participatory budget process and includes allocations for neighborhoods based on needs and population density.

Recommendation 3: Increase funding for Summer youth programs with proven links to crime reduction.

- Identify programs that have been successful in working with at-risk youth and provide them with additional resources.
- Modify the application to include language that prohibits denying a young person an opportunity at a job due to prior or current juvenile justice involvement.

Measuring Success for this Priority

- Participation in Summer youth programs, particularly BIPOC youth and justice-involved youth
- Increased funding for nonprofits and community organizations that work to increase community safety

Other Considerations

Even amongst the most knowledgeable and experienced on the topic of safety, there are many different positions on what the future of Boston should look like. The focus of this section is to call out and clearly describe areas of significant divergence where short-term choices will affect the advocacy, actions, or funding toward a long-term vision. Specifically, below are several topics where there are two distinct paths of action. As laid out, Path 1 focuses on reforming and retooling the policing and safety systems already in place. Path 2 is rooted in a completely reimagined

safety system that may ultimately lead to the abolition of the police.

Both of these visions are grounded in a strong desire to keep the people of Boston safe. For those seeking to reimagine safety, there is an awareness that the infrastructure does not yet exist to fully realize that longer-term vision. Below are some specific issues and steps that could be considered to begin the work of reimagining safety, but this section by no means presents an exhaustive or comprehensive document on what is necessary to make these changes, nor should it be viewed as a directive on which path to take. Each action requires further understanding of the community work already in place in Boston, evidence-based research on peer programs and initiatives, and parallel progress on other recommendations in this Transition report (related, for example, to stable housing, small business and workforce supports, and education).

Lastly, this work will require thoughtful and intentional communication with residents. The road to improvement may not be linear and will require a commitment to change and experimentation. Changing safety systems in Boston will require not just a shift in City policies and structures but in how people define safety in Boston and how residents see their role in creating a safer community.

Divergent Paths by Priority

Priority 1: Increase mental health resources

- Path 1: Increase the Boston Emergency Services Team (BEST) police correspondence program, which is still operating as a pilot program after 10 years, and improve BPD's mental health response.
 - Engage mental health experts to review and revise Boston Police's policies and procedures for mental health response.
 - Develop a plan to fund and expand BEST to a 24/7 operation in all districts when mental health calls are received and to ensure BEST workers represent the communities in which they work.
- Path 2: Start a program that deploys mental health professionals without police officer involvement.
 - Deploy a team to investigate programs like CAHOOTS in Eugene, OR and STAR in Denver, CO and create a roadmap for how a similar program could be implemented in Boston.
 - Consider creating a concrete plan to expand the BEST program and empower the program to act autonomously without police involvement by the end of 2021.

Priority 2: Expand trauma informed care in response to community/familial violence

- Path 1: Increase police community engagement.
 - Provide training to ensure that all officers are patrolling with the mindset of community policing and have a clear understanding of what that entails.
 - Create forums for input on how communities want to be policed, and what services they require.

- Make sure that police/police dispatch know resources that can be used instead of police responding to every call.
- Highlight what currently works and supports communities.
- Path 2: Start or expand programs that deploy mental health professionals without police officers.
 - Remove funds for police community engagement programs and give it to community organizations doing anti-violence and justice work.

Priority 3: Increase equitable representation and accountability amongst first responders (EMS, fire, police)

- Path 1: Develop guidelines for School Safety Officers that ensure they do not engage in discipline that should be the purview of school administration.
 - Conduct a comprehensive review of the role police play in schools by examining arrests and incident reports, with a particular focus on BIPOC students and students with disabilities.
 - Create policies to ensure School Safety Officers focus on ensuring a safe school environment and addressing criminal activity, and that they do not play any role in determining school-based discipline.
 - Host moderated conversations with parents, teachers, administrators, community leaders, law enforcement community, and other stakeholders on the need for School Safety Officers and how to create safe environments where students can learn and thrive.
- Path 2: Full removal of School Safety Officers.
 - Investigate and learn from national (e.g. Milwaukee) and local (e.g. Worcester) cities that have already removed police from schools.
 - Set clear protocols for when school police should be called to respond to school-based incidents.
 - Develop a safety plan that increases counselors, defines the role of law enforcement in responding to criminal conduct in schools, and identifies community-based services to support the needs of children.
 - Host moderated conversations with parents, teachers, administrators, community leaders, law enforcement community, and other stakeholders on the need for school-based safety officers and how to create safe environments where students can learn and thrive.

Priority 5: Increase budget allocations to community organizations and City programs that could prevent crime and improve safety outside of BPD

- Path 1: Modify actions of the gang unit.
 - Redefine policies and outlines for the Gang Unit to make it an intelligence gathering unit that provides data to inform better policing strategies.
 - Mandate that gang unit officers (including supervisors) attend community meetings and dialogue with youth. Have the gang unit host ride alongs with the community

- and provide more information and education on the value of policing alongside the need for reconsideration and reform.
 - Require BPD to produce detailed information showing how the gang database and the gang unit reduce violence in communities.
 - Increase diversity in the gang unit so the officers assigned to that unit reflect the community.
- Path 2: End the gang unit.
 - Develop plans for ending plain clothes patrolling by conducting a robust safety assessment of the change and considering lessons learned from other jurisdictions.
 - Replace the gang unit with civilian "violence interrupters," service programs, trauma counseling, credible messenger programs, and employment opportunities (such as the Suffolk County Sheriff's Office approach to connecting incarcerated people with training and employment opportunities).
 - Engage in a visionary leadership effort to help shift the community mindset around needing the police and reimaging available resources to keep communities safe.

Progress on any of the above paths will require on-going consideration and conversation to further explore the importance, motivation, and potential impact of change.

Subcommittee Members

- Jeffrey Lopes, Subcommittee Co-Chair/President, MAMLEO (MA Association of Minority Law Enforcement Officers)
- Rahsaan Hall, Subcommittee Co-Chair/Director, Racial Justice Program, ACLU
- Kara Murray-Badal, Rappaport Institute/Harvard Kennedy School Liaison/MPA-MBA 2022 (Harvard Kennedy School-Wharton)
- Chaplain Clementina Chery, Founder, President and CEO, the Louis D. Brown Peace Institute
- Josiehan Colon, Student, New Mission High School
- Janet Connors, Institute for Restorative Initiatives
- Luciano Cirino
- Adam Crellin-Sazama, Boston Student Advisory Council and Youth on Board/ Climate Organizer
- Kade Crockford, Director, Technology for Liberty Program, ACLU
- Luis Cruz, Deputy Superintendent, Boston Police Department
- Sean Ellis, Criminal Justice Reform Activist
- Chip Goines, Community Activist
- Roger Hamlet, President and Founder, United Coalition of Emergency Medical Service Providers (U.C.E.P)
- Capt. Darrell Higginbottom, President, Boston Society of Vulcans - Black Firefighters
- Andrea James, Founder, Families for Justice as Healing
- Darlene Lombos, Executive Director, Community Labor United

- Cady Malkemes, Boston Student Advisory Council Representative, Boston Arts Academy
- Israul Marero, Chair, Latino Law Enforcement Group of Boston (LLEGO) Boston
- Ayomide Olumuyiwa, Youth on Board
- Salih Rowe, Boston Society of Vulcans
- Leon Smith, Esq., Executive Director, Citizens for Juvenile Justice
- Hassan Williams, Principal, Williams & Associates Law, LLC

Small Business and Economic Development

The Situation

The COVID-19 pandemic triggered a significant economic upheaval and impacted the financial stability and livelihood of thousands of Boston residents. Women, people of color, young workers, and workers with low-educational attainment have disproportionately suffered the consequences of the pandemic. Massive job loss and business closures could have long-term economic and social consequences for those displaced from the workforce. While the vaccine rollout is essential to reopening, it is not enough to address the needs of businesses and workers. The City must continue to put small businesses and economic development at the center of its recovery strategy, taking bold actions to help businesses prepare to welcome customers and workers back and to support meaningful wealth-building practices for communities most in need.

The City is poised to lead, collaborate, and advocate for efforts to create a more just economy that thrives for everyone. The actions the Administration takes must include structural practices that provide not only immediate relief to workers and businesses, but a foundation for long-term economic prosperity for all residents.

Priority 1: Implement return-to-work initiatives and get people back to work

Generating an equitable and inclusive economic restart in the City of Boston requires getting people back to work. Industry shutdowns and layoffs in the leisure and hospitality sectors, in particular, have caused large numbers of Black and brown people to lose their jobs. Women were displaced from the workforce in record numbers, in part due to childcare disruptions, school closures, and additional unpaid care for household upkeep. The pandemic has also negatively affected the economic security of BIPOC and women-owned businesses, which compounds existing racial and gender economic inequities. Additionally, women, people of color, and individuals with low educational attainment are heavily represented in industries that will continue to be challenged by the pandemic. Economic and workforce development efforts must address the unique challenges of those most afflicted.

First 100 Days

Recommendation 1: Activate existing COVID workforce development response plans (e.g., the Greater Boston Working Group on COVID-19 Workforce Response & Recovery report developed by Harvard's Project on Workforce) for displaced and underemployed workers, particularly in hardest-hit industries such as hospitality, arts and culture, restaurants, and retail. Engage and leverage the expertise and resources of existing workforce development providers to deliver immediate

solutions and opportunities for Boston residents. The City can serve as a convenor, recruiter, and funder for existing and emerging opportunities.

- Promote opportunities connecting individuals to existing workforce programs.
- Invest in public works projects that can get people back to work immediately such as landscaping and green infrastructure.
- Recruit businesses and support pipelines for diverse leadership in emerging sectors. Match training programs to these high growth, high wage industries (ex. tech, healthcare, clean energy, cannabis).
- As hospitality business returns, provide incentives for hospitality employers to rehire their workforce to pre-pandemic staffing levels.

Recommendation 2: Assist in the reopening of childcare facilities and home daycare providers to increase the availability and quality of safe and reliable childcare options, and to increase employment opportunities for workers in the childcare industry. This can include:

- Increased technical assistance from experienced external providers to operate a safe and financially viable business during COVID recovery.
- Streamlined permitting and licensing review and approvals, and grants to cover payroll and operating expenses.

By the End of 2021

Recommendation 3: Lead a City-run worker match program in partnership with grassroots leaders, neighborhood organizations, and new businesses. Incentivize collaboration among existing workforce development organizations to streamline resources and information.

- The program should specifically target individuals with only a high school degree/GED to create pathways for middle-class opportunities. Encourage programming that creates career paths for those not considering post-secondary education.

Recommendation 4: Leverage the newly passed linkage fee requirements to support workforce development efforts.¹

- Ensure development projects remain on schedule and are executed with intentional diversity and inclusion strategies.
- Allow for-profit housing developments to use their linkage dollars on off-site options to increase the number of affordable units in neighborhoods across the city and reduce the inefficiencies in the current IDP linkage housing process.

Longer Horizon

Recommendation 5: Call on, and partner with, the private sector to create a jobs program for workers, with particular encouragement for programs that address educational, gender, and racial disparities in job opportunities, pay, and diversity among management.

¹ The recently enacted [42 percent increase in linkage fees](#) is expected to generate over \$8.5 million in linkage fees to support workforce training and over \$43.2 million in linkage fees to aid affordable housing efforts.

Measuring Success for this Priority

- Number and type of new jobs created
- Quality of new jobs created (pay; earnings compared to cost of living)
- Number of people enrolled in and completing worker training programs (broken down by race, gender, LGBTQ+, and neighborhood)
- Number of new hires (broken down by race, gender, LGBTQ+, neighborhood of residence, and industry)
- Unemployment rate by sector and zip code

Priority 2: Improve access to capital for individuals and businesses

Small businesses play a pivotal role in the health and vitality of Boston's communities. These businesses make neighborhoods attractive places to live and are often anchors for connection and community-building. Individuals and businesses need money to pay for necessities and stay financially healthy with little to no additional debt.

Like thousands of cities across the United States, Boston is expecting federal funding to aid in its recovery. The implementation of these funds must be coordinated and streamlined. Transparency around federal fund allocations is imperative and will help provide a measure of accountability that resources are reaching the industries and individuals most in need. The City can direct funds and resources to help businesses reopen in ways that generate revenue quickly in the short-term, keeps money circulating in neighborhoods, and develops pathways for long-term wealth creation.

First 100 Days

Recommendation 1: Identify BIPOC-owned businesses that remain open but are at risk of closing to guide funding decisions.

- Remove deficit-based (neediness) requirements to access funding and support for individuals and businesses.
- Create policies that expand access to non-debt creating capital for nonprofit organizations, particularly arts and culture groups.

Recommendation 2: Create a stimulus package for hardest-hit businesses, with special focus on cash-driven industries such as restaurants, retail, cosmetology, personal services, and the arts, that have been left out of initial rounds of PPP and grant funding.

- Develop safeguards to ensure minority-owned businesses and businesses along neighborhood corridors, such as corner stores, barbershops, hair salons, and auto-shops, are not overlooked by PPP distribution channels.
- Create or support a fund to help with build-out costs that accelerate reopenings and incentivize BIPOC businesses to open additional locations in high-opportunity places where there are vacancies. Engage landlords of these properties to facilitate fair and sustainable leases.

- Ensure that the 15% cap on third party delivery fees for restaurants remains in place and is enforced. Promote the practice of direct purchase and pick-up from restaurants to increase their margins.
- Provide financial incentives to hospitality employers who rehire laid off staff when business returns to address hospitality worker dislocation.

Recommendation 3: Create a public dashboard to track the prior and ongoing distribution of federal COVID response funds and other critical funding sources to ensure equitable allocation across neighborhoods and BIPOC-owned businesses. Provide opportunities for community input on funding decisions.

- Disclose all prior and ongoing recipients of City contracts awarded with federal COVID recovery funds.
- Require that all banks doing business in the City of Boston report the demographics of business owners who applied for and who received small business loans. This could be an extension of the Community Reinvestment Act (CRA) reporting requirement.
- Cultivate a platform for community input and oversight on resource allocation, specifically inviting participation by young people, returning citizens, and immigrants from a range of Boston neighborhoods.
- Track progress of resource applications and awards by neighborhood, by business type, and by business owner demographics.

Recommendation 4: Continue applying for available federal, state, and foundation funding and expand existing initiatives to access PPP funding, such as the Coalition for an Equitable Economy and the Small Business Association's Shuttered Venue Operators Grant program. Continue to prioritize funding for individuals and businesses hardest-hit by the COVID-19 pandemic.

Recommendation 5: Explore flexible funding options for small businesses, such as grants, graduated interest programs, loan loss guarantee funds, competitions, and crowdsourced campaigns.

- Advocate for lending institutions to provide no-cost grants or zero-interest loans to reduce debt-building capital options.
- Investigate options to increase funding or backstop underwriting to nonprofit small business lenders to support businesses that may not qualify for traditional loans.
- Engage experienced and effective partners to survey small business owners to understand existing funding challenges and gauge the sources of funding businesses are seeking to address additional needs.²

Recommendation 6: Provide direct cash assistance, similar to that of a UBI for individuals and

² The Small Business Majority, a national small business organization, partnered with Lake Research Partners for Small Business Majority to survey 500 small business owners nationwide, with oversamples of Black, Latino and Asian American/ Pacific Islander (AAPI) entrepreneurs. The survey questions used can gauge the challenges to and prospective reforms for access to capital.

families, using American Rescue Plan Act funding.³

- Consider and learn from existing models for such programs, such as San Francisco's [Guaranteed Income Pilot for artists](#), Chicago's [proposed measure](#) to launch a guaranteed income pilot for residents and families, and Chelsea's [direct assistance stipend program](#).
- Explore whether the [Mayor's for a Guaranteed Income Fund](#) can provide matching dollars for the start of a pilot.

By the End of 2021

Recommendation 7: Collaborate with private sector and nonprofit organizations to expand funding for minority-, women-, and LGBTQ+ owned businesses.

- Create a repository of funds and investment vehicles that focus on or prioritize BIPOC-led businesses and communities of color. For example:
 - The City could implement a declining tail tax incentive for investment in excess of \$1 in BIPOC-led businesses.
 - The City could work with Pension Reserves Investment Management (PRIM) or Boston Retirement Fund to deploy a sleeve of capital that invests in BIPOC led companies.
 - The City can develop equity investments in Boston to encourage lending activities in underserved and underbanked minority communities.
 - The City can support the launch of Local Economy Preservation Funds that bring long-term equity capital to under-served businesses, as well as Community Land Trust Funds to support the acquisition of residential and commercial properties to keep them affordable.
- Encourage private sector investment in CDFIs, venture funds, and other alternative financial institutions founded, owned, and operated by BIPOC leaders.

Recommendation 8: Call for demonstrable actions of diversity, equity, and inclusion in the private sector within leadership, hiring practices, and lending and procurement opportunities.

Longer Horizon

Recommendation 9: Encourage co-op ownership models for businesses.

- Amplify education around and funding for the co-op model.
- Highlight local co-op ownership models and encourage new businesses to partner with each other to create cooperative purchasing groups for BIPOC businesses or to rent out vacant properties as pop-up locations for their operation.

Measuring Success for this Priority

- Increase in credit, equity, and grant funding to minority-owned businesses

³ Stockton, CA's universal basic income pilot gave 125 randomly selected residents living in neighborhoods at or below the poverty line an unconditional monthly stipend of \$500. A study evaluating the pilot found that those who received the monthly payment improved full-time employment and that their physical, emotional, and financial well-being improved.

- Number and type of businesses funded by privately-owned equity firms
- Number of businesses with diverse streams of capital
- Number and total of PPP loans awarded to minority-owned businesses by type of business and by neighborhood
- Demographics of the people who applied for loans and those that were approved (also by type, neighborhood, and owner demographics)
- Number of businesses able to reopen, rehire, or expand their operations (also by type, neighborhood, and owner demographics)
- Number and demographics of individuals and families supported through the UBI program
- An assessment of how direct cash assistance allows individuals to: a) connect more deeply with each other and their communities, b) retain cash flows in neighborhoods, including hiring members of the local community, and c) maintain housing stability and assets

Priority 3: Increase supplier diversity and procurement practices

A vibrant and inclusive entrepreneurial ecosystem requires a diverse and redundant supply chain. Studies have revealed areas of challenge for small businesses to service, such as universities, hospitals, government agencies, and corporations. The City must continue to put equity at the center of its procurement goals and use data collection and public transparency to increase accountability and to measure progress. The Mayor can use her bully pulpit to address existing procurement challenges for small businesses in both the private and public sector.

First 100 Days

Recommendation 1: Create a central point of contact and information for suppliers and vendors.

- Build upon and promote existing databases, such as the [Certified Business Directory](#) of minority-and women-owned businesses to include LGBTQ+ and worker-owned businesses.
- Leverage the City’s licensing divisions, such as permitting and business certificates, to encourage businesses to identify as minority-owned businesses and promote procurement opportunities and training on the procurement process.
- Promote the database through a “Buy Local and Diverse” Campaign, drawing on examples from other jurisdictions such as Albuquerque.⁴

Recommendation 2: Aggressively implement the existing executive order that sets the goal of allocating 25% of City funding to businesses owned by people of color and women.

- Call on the Department of Innovation and Technology (DoIT) to create a public-facing dashboard to showcase progress and present real-time data on contracting deals. Pulling from a [2016 Small Business Report](#), the dashboard can publicize the City’s procurement spend and timing of contracts by category and offer buyer and supplier matching

⁴ In 2017, City of Albuquerque Mayor Tim Keller launched a “Buy Local” initiative to shift a greater amount of the government’s purchasing to locally-owned businesses. As a result, the City kept an estimated \$1 million in the economy from shifting 20 contracts from non-local vendors to local contractors within three months. The city government required all city departments to solicit a quote from at least one local business when applicable to prioritize local vendors for contracts. The City also increased its spending limit for non-competitive procurements from \$2,500 to \$10,000, mandating the use of local businesses for these small purchases.

opportunities.

- Sponsor buyer-supplier networking events to strengthen local referral networks. Host meetings to help the community understand how to effectively contract with the City and to provide input on the contracting process.
- Retain and amplify the duties of the City Council Committee on Post Audit and Oversight and the Boston Finance Commission to monitor progress.
- Transition all Boston Public Schools' school lunch service contracts to locally owned businesses and require the Good Food Purchasing Policy for all public procurement in the City.
- Break up contracts to allow for smaller trades and businesses to access City contracting opportunities.
- Fund technical assistance grants for BIPOC businesses to build their contracting capacity.
- Explore elevating the supplier diversity function as a separate department with a cabinet-level leader.

Recommendation 3: Use the bully pulpit of the Mayor's Office to urge private businesses to commit to increasing and reporting on the diversity of their vendors and equitable procurement practices.

- Request a commitment from top employers in Boston and businesses restarting their bidding process to preference BIPOC-owned businesses.
- Require anchor institutions to match city procurement requirements outlined in the recent executive order to keep PILOT payments as a way of improving accountability across sectors.
- Partner with State actors such as the Attorney General's Office and the Supplier Diversity Office to ensure equitable procurement practices.

By the End of 2021

Recommendation 4: Identify sectors with a shortage of minority-owned businesses and support the development of businesses in these areas.

- Advocate for reopening the Boston minority business development center as a hub for aspiring entrepreneurs and existing business owners to network. Similar business development centers can also serve as tech support hubs, hosted by colleges in communities of color.
- Host a business networking series to facilitate engagement between BIPOC-owned businesses and larger corporations to promote joint venture and other partnerships.
- Consider collaborations with nonprofits and unions to match people to opportunities, expand apprenticeship programs, and provide pipelines to trade professions in Boston Public Schools and community colleges.
- Launch an effort to drive youth entrepreneurship into emerging sectors by calling for youth-led incubators.

Recommendation 5: Launch new "Boston 2 Boston" (B2B) initiative (from 2016 [Small Business Plan](#)). Create a network and campaign to promote Boston's B2B businesses and increase local

purchasing.

- Sponsor buyer-supplier networking and matchmaking infrastructure and events to strengthen local referral networks; explore offering buyer and supplier matching options online to supplement in-person events.
- Brand and promote B2B Boston in collaboration with anchors and small business organizations, including chambers of commerce and industry groups.

Longer Horizon

Recommendation 6: Expand efforts to increase large institutions' spending with local, women-, BIPOC-, and LGBTQ+ owned businesses.

- Enhance Boston Chamber's Pacesetter Program with more community stakeholders at the table.
- Advocate for Boston's private equity and venture capital funds to commit to similar goals.
- Explore opportunities for pension funds, including union pension funds, to commit to similar goals.
- Encourage companies to offer support to BIPOC businesses on digital strategy/transitioning to online and for help with taxes and financial planning.

Measuring Success for this Priority

- Number, duration, and dollar amount of contracts awarded to minority-owned businesses (# and % of total)
- Increased investment in BIPOC businesses, suppliers, and vendors
- Assessment of how many businesses are able to start up and scale up due to increased contracting opportunities
- Improved communication, transparency, and accountability from the City

Priority 4: Ensure equitable access to information and support services

Equitable outcomes require building an equitable information infrastructure. Businesses and individuals must know of opportunities in order to utilize available resources. Gaps in information leave people disadvantaged and unable to obtain essential services. To maximize resources, the City can work with nonprofits and other community organizations that have established networks to meet people where they are and advertise important opportunities to a broader network of stakeholders.

First 100 Days

Recommendation 1: Create a small business hotline, text message service, and resources hub to connect people to City departments and community organizations. Web and paper resources, as well as City services like business certification, should be offered in multiple languages.

- Market the hotline and text message service through flyers, email lists, social media, online, and through community partners to spread awareness of this resource. Develop strong partnerships with ethnic media to ensure materials are distributed through culturally

effective communication channels.

- Develop a resource hub that includes a list of services the City provides to businesses from various departments (for example, BPD's safety assessment offered free to businesses), and a list of business service organizations in Boston.
- Consider leveraging the existing 311 system, the Office of Economic Development, and civic engagement groups that supported 2020 Census outreach to develop and/or operate these tools.

Recommendation 2: Create a coordinated outreach campaign leveraging existing information-sharing networks to increase awareness of, applications for, and recipients of available funding resources for small businesses.

- Consider development of a web-based Common Grant application in multiple languages for funding sources to help streamline information and reduce the paperwork burden on small businesses.
- Develop outreach campaign materials in multiple languages and via culturally-appropriate mediums (e.g., text for certain immigrant communities).
- Incorporate information and access to funding applications in all business-facing City agencies (e.g., OED, ISD, BFD, PWD).
- Engage and incentivize existing neighborhood-based channels such as Main Streets and faith-based organizations to increase small business applications for resources.
- Convene recurring City cross-agency (e.g., ONS, OED, ISD) check-ins to track progress and increase accountability and outcomes.

Recommendation 3: Create technical assistance grants from COVID-19 funding to support educational and training sessions on reopening and applying for federal funding.

- Consider leveraging the expertise and available space of existing organizations to develop and host trainings and mentor small businesses.
- Partner with tech companies to increase internet and computer access and provide products and assistance to MBEs at a reduced or no cost basis to start.

Measuring Success for this Priority

- Percentage of web and paper materials available in multiple languages
- Number of users visiting the City's business resources website
- Number of calls received by the hotline, documenting the types of questions/information callers are inquiring about, and track City timeliness in responding and actual outcomes.
- Number of technical assistance grants awarded, by type of business and MBE status

Priority 5: Collaborate and coordinate across sectors

Strong social integrations are key for economic success. Business practitioners, arts and culture, and faith-based and community nonprofit organizations can help bring residents back together in the community. The City can use its convening power to encourage industry collaboration and improve coordination and delivery of services. Retaining open communication channels with community members and other stakeholders will help the City pulse check its efforts and evaluate

whether resources are getting to where they are most needed.

First 100 Days

Recommendation 1: Engage community leaders to assist with vaccine distribution efforts and food security within neighborhoods.

- Establish partnerships with commercial property owners for vaccine distribution and work with community partners to provide transportation to vaccine and testing centers.
- Explore the use of transportation companies as mobile vaccination sites to reach people in schools, elderly housing units, and homeless shelters.
- Leverage labor halls, unions, and arts organizations to amplify and distribute information about the vaccine and testing sites.
- Collaborate with small businesses and nonprofits to help close the gaps in food insecurity by spreading awareness of available food access programs and creating a network that connects restaurants to sites where there is food insecurity in schools, senior centers, and shelters to provide delicious, dignified food. Connect existing restaurants and food trucks owned by women and BIPOC individuals to provide food where needed and create jobs for residents where possible.

By the End of 2021

Recommendation 2: Host community town halls as part of a Build Back Stronger Campaign to provide an opportunity for residents to contribute ideas and input.

- Launch a citywide crowdsourcing campaign with a focus on economic development.

Recommendation 3: Commission free community entertainment, engagement, and partnership opportunities to support the City's reopening and healing process.

- Explore options to expand availability of farmers' markets, artists' markets, and food trucks in public parks. Engage and leverage neighborhood-based organizations in a coordinated reopening campaign and programming.
- Invest in BIPOC-led or BIPOC-serving arts organizations to help facilitate conversations between various sectors and act as community builders.
- Incentivize local and State public and private investment to help cultural venues adapt their facilities and digital platforms, and to provide safe settings for family learning, performances, and wellness programs.

Longer Horizon

Recommendation 4: Promote opportunities for college and university students to support small businesses.

- Recruit student involvement in marketing, social media, and digital strategy for small businesses.
- Encourage schools to include a "Buy Local and Diverse" campaign in welcome back events

in the fall, introducing students to community service opportunities as well as food, shopping and entertainment opportunities in the local business districts.

- Ensure funding for young adults interested in working with small businesses.

Measuring Success for this Priority

- Evidence of more collaboration and coordination among businesses, community, and government
- Increased student engagement in small business activity
- Number, location, and attendance of Build Back Stronger town halls and coordinated events with neighborhood-based organizations such as Main Streets

Other Considerations

Small business and economic development reforms must address broad community needs. Workers are happier, healthier, and more productive when their essential needs are met, including stable housing, food and care for their children. A holistic approach to workforce development involves addressing the whole well-being of the person. School and childcare closures have had a tremendous impact on families, and on women in particular. Ensuring that children are back in school or in childcare can help bring women back into the workforce. Women also comprise large sections of the education workforce, especially in early childhood education. To improve the workforce pipeline in early childhood education, the City can reduce barriers to entry into the field and raise wages to incentivize high-quality teachers.

Well-paying jobs, with predictable and flexible schedules, and meaningful work opportunities enhance dignity and improve social mobility outcomes and community stabilization. The COVID-19 pandemic disrupted economic security for thousands of residents and set back the financial goals for many families. Displaced and unemployed workers must be connected to well-paid job opportunities, providing them with the means to cover necessary expenses and reduce housing and food insecurity.

The pandemic also instigated swift changes to business operations. The process of adapting new operating rules revealed unnecessary hurdles to permits and licensing for businesses. Procedures that were simplified due to COVID-19 should remain simplified and accessible, such as outdoor seating permits. This helps improve the efficiency of government while reducing barriers to getting businesses and workers back on their feet.

Civic organizations such as chambers of commerce and public-private partnership groups are important champions of inclusive economic growth practices. These organizations should also be charged with examining their internal practices to be authentic facilitators of an equitable economy. The Mayor can encourage business and trade associations to increase access to minority-business owners through restructuring membership fees and improving diversity within leadership.

At the core of this plan is a call for the City of Boston to support small businesses, elevate and

advance initiatives that work, and collaborate with the small business community and other stakeholders to propel the work forward. It should be noted that the City's first-ever Small Business Plan from 2016 includes many recommendations that are consistent with those from this Transition Subcommittee, as well as others that could still be relevant today. It would be a good idea to review those recommendations and leverage the ones that align with the priorities included here and which could potentially be implemented in short order.

Measuring progress on each of these initiatives will improve community trust and demonstrate the City's commitment to enacting change. Ensuring these initiatives move forward requires a mutually reinforcing top-down, bottom-up approach. By doing business differently, the City of Boston can create a pathway for equitable economic outcomes for all residents.

Subcommittee Members

- Jim Rooney, Subcommittee Co-Chair/ CEO, Greater Boston Chamber of Commerce
- Segun Idowu, Subcommittee Co-Chair/ President & CEO, BECMA
- Alexis Farmer, Rappaport Institute/Harvard Kennedy School Liaison/MPP 2021 (Harvard Kennedy School)
- Jody Adams, Restaurant Owner/Chef, Trade / Porto / Saloniki Greek; Co-Founder Mass Restaurants United advocacy
- Casey Baines, Senior Policy & Communications Manager, Greater Boston Chamber of Commerce
- Jennifer Benson, President, Alliance for Business Leadership
- Gabriel Camacho
- Lisa Cook, Director, Continuing Ed and Trustee, Job Creation and Retention Trust, City of Somerville
- Pamela Everhart, Head of Regional Public Affairs and Community Relations, Fidelity Investments
- Jen Faigel, Executive Director, CommonWealth Kitchen
- Emily Foster Day, Co-Executive Director, Boston Center for the Arts
- Aisha Francis, Benjamin Franklin Institute of Technology
- Ed Gaskin, Executive Director, Grove Hall Main Streets
- Nia Grace, Owner, Darryl's Corner Bar + Kitchen; Co-Founder Boston Black Hospitality Coalition
- Steve Grossman, Former Treasurer and Receiver-General of Massachusetts
- Alia Hamada Forrest, Executive Director, Roslindale Village Main Streets
- Ira Jackson, Civic Action Project; Strategic consultant
- Dan Kenary, CEO & Co-Founder, Mass. Bay Brewing Company
- Bessie King, Co-Owner, Villa Mexico Cafe co-owner; Board Member, Massachusetts Restaurants United
- Amy Latimer, President, TD Garden
- Glynn Lloyd, Executive Director, The Foundation for Business Equity
- Travis McCready, EMD & National Life Sciences Practice Leader, JLL

- Noemi Mimi Ramos, Executive Director, New England United 4 Justice
- JC Morales, Managing Partner, Surfside Capital Advisors
- Grace Moreno, Massachusetts LGBT Chamber of Commerce
- Colette Philips, CEO, Get Konnected!
- Jessica Ridge, Partnerships Director, Family Independence Initiative
- Joel Sklar, President, Samuels + Assc.; Board President, Boston Main Streets Foundation
- Karthik Subramanian, Managing Director, Company One Theatre

Transportation and Climate Justice

The Situation

The city of Boston faces historic challenges – and opportunities – on the issues of transportation and climate change in the coming months. Communities most affected by COVID are also most vulnerable to urban heat, big storm shocks, and public transit service cuts. While progress on transportation and climate justice require long-term solutions and commitments, there are near-term steps the City can take to connect an equitable COVID recovery to transportation and climate justice solutions. The following recommendations seek to leverage incoming public desire for a strong recovery as well as federal relief dollars to lay the foundation for lasting change.

Priority 1: Protect residents from extreme urban heat

There is an urgent need to develop a comprehensive short-term plan that addresses urban canopy as well as improving existing cooling spaces and developing new ones that are COVID-friendly. This work will protect Boston's most vulnerable residents, especially seniors, in the upcoming Summer heat season.

First 100 Days

Recommendation 1: Work with the Parks Department to ascertain current tree canopy levels and prioritize where canopy needs to expand.

- Determine where good tree canopy already exists and how to connect people to it for summer 2021 cooling.
- Put Environmental Justice (EJ) communities on the priority list if determined that they have no tree canopy.
- Issue a private sector a tree challenge to commercial real estate developments, developers, and other actors.
- Prioritize additional trees and public realm improvements as part of the Boston Planning and Development Agency's (BPDA) project development and review process.
- Determine where trees need to be planted to provide long-term improvements and where cement removal can reduce urban heat with new tree canopies.
- Invest in resources for tree maintenance and upkeep.

Recommendation 2: Identify heat islands and equitably plan cooling interventions and resources applicable in COVID conditions.

- Pair vaccine distribution information with urban heat support in a multilingual, multi-platform public awareness campaign about the heat island issue.

- Leverage BPS sites to provide water splash programs and act as cooling centers when school is not in session.
- Launch a multi-generational buddy system for heat support (look at Housing Innovation Lab model, Disaster support, etc).
 - Partner with SPARK Boston and other youth-connecting organizations to leverage young volunteers.
 - Reach out to community and tenant organizations like CDC Fenway, TDC, Methunion Manor, Tent City leadership, and others to reach elders who may not be engaged with City connections.

By the End of 2021

Recommendation 3: Connect pedestrian and bike access to parks for increased cooling and outdoor opportunities.

- Adaptation of existing infrastructure, such as upgrades to cooling centers, installation of additional infrastructure including reflective pavement and hydration stations.
- Plan and fund for the reinstatement of the Youth Cycling Program in Boston Public Schools. Provide funding for Boston Public Schools to develop the curriculum for and staff an effective Safe Routes to School program as stated in the district wellness policy.
- Connect City-owned spaces and other community spaces by adding/maintaining bike parking to all Boston Public Schools, BCYF community centers, libraries, city parks, municipal parking lots, community health centers.
- Create a multilingual PSA campaign about pedestrian safety to inform communities about pavement markings and tools used to improve street safety.

Recommendation 4: Invest in maintaining current tree canopy and new trees for future cooling benefits.

- Develop partnerships with community organizations to protect trees and build new green jobs. For example:
 - Explore making Nubian Square a green jobs corridor with funded employment and training programming, leveraging the Benjamin Franklin Institute of Technology (BFIT) move and existing Madison Park talent.
- Increase tree canopy as per upcoming tree canopy plan's recommendations.

Longer Horizon

Recommendation 5: Engage utilities to use energy efficiency resources to install efficient heat pumps (also provides cooling) in income qualified households, tying in to State-set goals.

Measuring Success for this Priority

- Number of tree canopy modification opportunities identified (set specific targets with dates)

- Cooling interventions planned and deployed in highly heat stressed neighborhoods (set specific targets with dates)
- Number of bikeways/pedestrian paths planned and implemented (set specific targets with dates)
- Number of cooling station/water features available on hot days

Priority 2: Elevate community voice in public process

Community process is critical to a constituency feeling like they can trust new ideas and policies. The Mayor has a unique opportunity to re-engage constituents through community meetings, multi-platform communications, and more to build trust and connection between residents and City Hall.

First 100 Days

Recommendation 1: Have the Mayor show up to formal and informal community spaces and meetings to demonstrate that the weight of the Mayor's Office is behind these processes and is committed to community engagement.

- Have the Mayor and key department leaders host office hours at parks to discuss climate and provide information about services.
- Have the Mayor meet the community on their transportation routes, for example:
 - At bus stops, taking the 57 or 66 bus on Brighton Ave.
 - Taking a bike tour with residents on Cummins Highway, American Legion Highway, and Mass Ave from Columbia Road past Boston Medical Center.
- Host coffee hours or pop into neighborhood association meetings, participate in neighborhood cleanups, and hear from constituents in their neighborhoods.

Recommendation 2: Ensure that public outreach and community meetings are communicated and run in an equitable fashion (multiple languages, etc.).

- Create continuity and standardization of what the public process is or should look like across departments.
- Provide consistent guidelines, technology, and accessibility tools for public meetings.

By the End of 2021

Recommendation 3: Broaden community engagement strategies beyond meeting format, such as social media campaigns, wiki maps, in-person surveys (when COVID safe). Incentivize participation.

- Continue to allow remote participation in these meetings.
- Require affirmative outreach for major projects/initiatives (go to the bus stop, knock on doors) rather than relying on meetings only.

Recommendation 4: Develop uniform protocol for civic engagement and public process on project scope and development.

Measuring Success for this Priority

- Number of community events attended across x neighborhoods, weight for most COVID-vulnerable neighborhoods
- Percentage of public meetings that offer multilingual support

Priority 3: Advocate for Boston’s residents and equitable transportation future with State agencies

Boston’s transportation ecosystem must reflect equitable access and community needs. While the State controls many transportation decisions, the Mayor has a unique position to advocate for restoring and expanding service routes and access that will be essential in serving Boston’s transit and climate justice goals.

Recommendation 1: Advocate for MBTA service expansion, increased funding, and low-income and free fares.

- Call for input on Capital Improvement Plan (CIP), restoring service, and City representation in the future MBTA governance board.

Recommendation 2: For the community of Allston, work with MassDOT to ensure the all at-grade option is the preferred alternative for the Allston I-90 Multimodal project.

- Partner with community organizations on coalitional displays of support and advocacy.

Recommendation 3: Leverage public transportation to connect our most vulnerable populations to vaccination and testing sites.

- Explore pilot programs with the MBTA to create free transit service to and from Mass Vaccination sites such as Green Line connections, targeted Bus routes that serve specific communities, and commuter rail service.
- Launch a publicly available dashboard to show transit routes to vaccination sites.

By the End of 2021

Recommendation 4: Engage with the Massachusetts Department of Transportation (MassDOT) and Department of Conservation and Recreation (DCR) to ensure critical multi-jurisdictional projects meet the City’s mobility and Vision Zero goals.

Measuring Success for this Priority

- Increased pedestrian safety, reduced crashes/accidents, positive public response, increased walking, biking, visitation of parks

- Percentage of compliance that State projects within Boston limits meet of Vision Zero and Go Boston 2030 goals and standards

Priority 4: Apply equity, climate justice, and racial justice lenses to current and upcoming projects

Recommendation 1: Identify and prioritize shovel-ready projects that can be supported by COVID relief dollars in Environmental Justice (EJ) communities most impacted by COVID and also most vulnerable to all the things listed above

- Elevate and prioritize flood resiliency planning for inevitable federal funding dollars.
- Critically prioritize projects in communities most impacted by COVID.

Recommendation 2: Prioritize projects in communities dramatically impacted by COVID.

- Assess large-scale projects to determine if resources are allocated equitably, with an emphasis on investing in historically underserved neighborhoods (i.e., Northern Avenue Bridge, Rutherford Avenue, etc.).

Recommendation 3: Create a multi-pronged green jobs plan for Boston's youth and ecosystem.

- Conduct an audit of which BPS programs are oriented to introduce and create access for students in green job fields.
- Convene green job companies, unions, and higher education institutions to map current green job pipelines, document the racial and gender diversity of the field, and determine which efforts are successfully diversifying the field.

By the End of 2021

Recommendation 4: Ensure that the city's Go Boston 2030 activities are meeting the equity and climate justice goals in the plan through specifically targeted pilots and quick tactical interventions in COVID-vulnerable neighborhoods.

Recommendation 5: Connect Boston's youth with green jobs, environmental education, and climate justice opportunities.

- Leverage short term opportunities in the next 10 months for youth-centric green jobs programs.
- Work with organizations like the Benjamin Franklin Institute of Technology, which educates mostly Black and Latinx youth, to see how they can build a new campus with cutting edge green technology and potentially share that technology with Madison Park High to create a green jobs corridor in Nubian Square.
- Convene and facilitate conversations about potential partnerships and how the City (including BPS) can enable more action to move our students into green jobs.
- Highlight the Roxbury Community College (RCC) building systems program and partner with the Massachusetts Clean Energy Center (MassCEC) on their summer internship program.

Measuring Success for this Priority

- Number of jobs provided and ultimate full-time employment in one year within the greater green/public service industry

Other Considerations

Boston enjoys and relies upon many resources and services controlled by the State, but is limited in its ability to shift or control those resources. The City is, therefore, constrained in its ability to implement, change, or maintain many transportation and climate goals independent of State oversight and control. While these jurisdictional challenges can be daunting, there is great opportunity for the Mayor to collaborate with the State and elevate Boston's needs for these shared assets.

A renewed focus on equity and recovery takes many forms. Developing a clear-eyed view of our current landscape through data and people power can help. Investing in a city-wide on-street assessment can help clarify the how existing assets and space allocation can be used to support progress on goals for open space, street activation, parking needs of residents, and more. Finally, sharing power with people and centering the margins is needed for intersectional solutions. By building multi-sector partnerships, meeting people in their community context, and critically elevating our historically underinvested communities, the Mayor's Office can help Boston recover not only from this current crisis, but become more resilient to the shocks and challenges to come.

Subcommittee Members

- Reverend Mariama Hammond-White, Subcommittee Co-Chair/Pastor, New Roots AME Church
- Stacy Thompson, Subcommittee Co-Chair/Executive Director, LivableStreets
- Amy Mahler, Rappaport Institute/Harvard Kennedy School Liaison/Mid-Career/MPA 2021 (Harvard Kennedy School)
- Kathy Abbott, President and CEO, Boston Harbor Now
- Bob Barney, President, Claremont Neighborhood Association (South End); Board member, Southwest Corridor Park Conservancy and CAC member of Back Bay Ventilation
- Sylvia Broude, Executive Director, Community Action Works
- Alice Brown, Chief of Planning and Policy, Boston Harbor Now
- Stacey Beuttell, Executive Director, WalkBoston
- Mela Bush-Miles, Director, Transit Oriented Development and T Riders Union (TRU); Alternatives for Community and Environment (ACE)
- Jim Canales, President, Barr Foundation
- Adam Crelin-Sazama, Boston Student Advisory Council and Youth on Board / Climate organizer
- Chris Dempsey, Director, Transportation for Massachusetts (T4MA)
- Rick Dimino, President and CEO, A Better City

- Elijah Evans, Executive Director, Bikes Not Bombs
- Jascha Franklin-Hodge, Executive Director, Open Mobility Foundation; former CTO, City of Boston
- Eugenia Gibbons, Boston Director of Climate Policy, Health Care Without Harm
- Thomas Glynn, Chief Executive Officer, Harvard Allston Land Company; former CEO, MassPort
- Jarred Johnson, Director, TransitMatters
- Karen Mauney-Brodek, President, Emerald Necklace Conservancy
- Gloribell Mota, Co-Founder and Director, Neighbors United for a Better East Boston
- Ayo Olumuyiwa, Youth On Board
- Vivian Ortiz, Safe Streets & Cycling Advocate; Mattapan resident
- Darlene Lombos, Executive Director, Community Labor United
- Mariella Puerto, Director, Barr Foundation Climate Program
- Joshua Ramgeet, Jeremiah E. Burke High School
- Dr. Emily Reichert, CEO, Greentown Labs
- Vikki Spruill, President & Chief Executive Officer, New England Aquarium
- Becca Wolfson, Executive Director, Boston Cyclists Union

Immigrant Workers and Their Families

The Situation

Immigrants are a vital part of Boston's social and economic fabric as a vibrant global city and need to be included in the full range of key city services. Twenty-seven percent of Boston residents are foreign-born. Many residents live in "mixed status" families and have family members who include U.S. citizens as well as permanent residents and out-of-status members. When whole families are taken into account, immigrants make up at least one half of the City's residents. Children from these families make up a large portion of students in the Boston Public Schools.

Boston's immigrant residents are multi-racial and primarily people of color who face unique challenges arising from their immigrant status, in addition to the more common problems of racial exclusion that face other communities of color, including access to health care, affordable housing, quality education, and fair and living wages. Moreover, in Boston, over 100,000 people—almost all immigrants—don't use English as their primary language. Ensuring language accessibility for these residents is critical to ensuring they understand and can access needed services and supports.

Priority 1: Continue playing a central role in projecting and embracing a narrative of inclusion for immigrants

Work with all City agencies to supports immigrants' incorporation into a unified City, where all groups contribute to Boston's collective economic growth and cultural vibrancy.

Recommendation 1: Re-examine all municipal, police, and school system ties with ICE to ensure any collaboration with ICE does not harm the safety and well-being of immigrant families and communities, jeopardize immigrant students in BPS, or compromise community policing objectives.

Recommendation 2: Consider elevating the Mayor's Office for Immigrant Advancement (MOIA) to a cabinet level position within the Administration.

- Maintain a MOIA advisory board made up of representative leaders of grassroots immigrant-serving community organizations, to advise the City on the best ways of supporting the immigrant population.

Recommendation 3: Convene immigrant-serving organizations to explore opportunities for collaboration and partnership with the Administration.

Recommendation 4: Continue and expand immigration clinics to give appropriate legal and administrative support to residents who need advice on immigration applications and other matters.

Priority 2: Promote equitable access to the vaccine for Boston's immigrant residents

Develop policies that recognize and address the disproportionate impact the pandemic has had on immigrant families.

Recommendation 1: Address the health care and vaccine access disparities that affect communities of color, the majority of which are also immigrant communities.

Priority 3: Work with Boston Public Schools to help immigrant students regain educational loss caused by the pandemic

Recommendation 1: Invest in immigrant youth of color with programs on education, leadership, and job- readiness.

Priority 4: Develop new employment opportunities and supports for immigrant workers

Recommendation 1: Work with the City's Department of Economic Development to develop support programs and services for Boston families, children, and youth who, due to their immigration status, are not eligible for federal relief and other public assistance benefits.

Priority 5: Advocate for progressive state-wide legislation that promotes immigrant integration and well-being

Mobilize office holders, public safety officials, and other leaders on efforts such as making Massachusetts drivers' licenses available to qualified people regardless of their immigration status.

Recommendation 1: Explore opportunities to complement drivers' licenses with municipal IDs following best practices from cities that already provide IDs to all residents, such as New York City, San Francisco, and New Haven.

The above recommendations were provided by the Greater Boston Labor. The Greater Boston Labor Council, the Greater Boston Building Trades Council, and other labor organizations worked to elevate the needs of working people and immigrant communities in recommendations made by all transition subcommittees. Additional input from these groups was included throughout the report's recommendations and several priorities identified by other Subcommittee are key to improving the lives of Boston's immigrant families.